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Proposed programme budget for the biennium 2012-2013*

Part XII
Safety and security

Section 35
Safety and security

(Programme 27 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Overview

Table 35.1 **Estimate of expenditure, regular budget**

Proposal submitted by the Secretary-General	$238,745,700[a]
Revised appropriation for 2010-2011	$238,447,700

[a] At 2010-2011 rates.

Table 35.2 **Proposed staffing resources, regular budget**

	Posts	*Level*
Proposed posts for the biennium 2012-2013	1 072	1 USG, 1 ASG, 1 D-2, 6 D-1, 6 P-5, 26 P-4, 15 P-3, 7 P-2/1, 8 GS (PL), 178 GS (OL), 314 SS, 509 LL
Reclassifications	10	2 P-5 to D-1 and 4 P-3 to P-4, Executive direction and management
		2 P-5 to D-1 and 2 P-3 to P-4, subprogramme 1
New	13	5 GS (OL) and 8 LL, subprogramme 1[a]
Approved for the biennium 2010-2011	1 059	1 USG, 1 ASG, 1 D-2, 2 D-1, 10 P-5, 20 P-4, 21 P-3, 7 P-2/1, 8 GS (PL), 173 GS (OL), 314 SS, 501 LL

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; LL, Local level; OL, Other level; PL, Principal level; SS, Security Service.

[a] Formerly approved on a temporary basis for the biennium 2010-2011 and now being proposed as established posts in accordance with General Assembly resolution 64/243.

Table 35.3 **Estimate of expenditure, gross budget for jointly financed activities**

Proposal submitted by the Secretary-General	$243,800,300[a]
Revised appropriation for 2010-2011	$243,605,700

[a] At 2010-2011 rates.

Table 35.4 **Proposed staffing resources, gross budget for jointly financed activities**

	Posts	*Level*
Proposed for the biennium 2012-2013	960	1 D-2, 11 D-1, 28 P-5, 196 P-4, 115 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 155 SS, 410 LL
Reclassifications	20	1 P-5 to D-1 and 1 P-3 to P-4, subprogramme 1
		8 P-5 to D-1, 2 P-4 to P-5 and 8 P-4 to P-2/1, subprogramme 2, component 1
Redeployments	2	1 P-4 and 1 P-3 from Field Support Service, Headquarters to regional training hub in Nairobi

	Posts	*Level*
New	20	5 SS, subprogramme 1[a]
		10 LL, subprogramme 2, component 1
		1 P-4, 1 P-3 and 2 LL, subprogramme 2, component 2
		1 P-4, subprogramme 2, component 2[a]
Abolitions	2	2 P-4, subprogramme 2, component 1
Approved for the biennium 2010-2011	942	1 D-2, 2 D-1, 35 P-5, 205 P-4, 115 P-3, 6 P-2/1, 4 GS (PL), 26 GS (OL), 150 SS, 398 LL

Abbreviations: GS, General Service; LL, Local level; OL, Other level; PL, Principal level; SS, Security Service.

[a] Formerly approved on a temporary basis for the biennium 2010-2011 and now being proposed as established posts in accordance with General Assembly resolution 64/243.

35.1 The Department of Safety and Security is responsible for the implementation of the programme of work under this section. The activities programmed under section 35 fall under programme 27, Safety and security, of the strategic framework for the period 2012-2013.

35.2 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276.

35.3 The overall objectives of the programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism within the framework of a common system-wide methodology, in full cooperation with the national authorities of host countries; and (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

35.4 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network, the High-Level Committee on Management and the United Nations System Chief Executives Board for Coordination.

35.5 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2012-2013, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity within the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

35.6 The Department comprises three main operational components, namely, the Division of Headquarters Security and Safety Services, the Division of Regional Operations and the Field Support Service. The current proposals contained in this document aim at further refining and enhancing the structure of the Department as set out in the reports, studies and reviews, including the management review, conducted in response to recommendations made by the Independent Panel on Safety and Security of United Nations Personnel and Premises following the attack on the United Nations in Algiers in December 2007, a 2010 in-depth study of human resources across the security management system, as well as the Benchmark Validation Report of the Security Occupational Group within peacekeeping missions, led by the Department of Peacekeeping Operations and Department of Field Support.

35.7 Given the dual responsibility of the Department to provide (a) for the safety and security of staff, delegates and visitors at the main locations of the United Nations, as well as the premises, and (b) for the safety and security of the United Nations system operations in the field, the activities of the Department are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field. With regard to the latter component, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. The percentage share of each organization in financing those costs in the current biennium was established by the Chief Executives Board at its first regular session of 2005 on the basis of updated data on the number of United Nations system personnel in the field. Following the recommendation of the General Assembly in its resolution 61/263 with regard to achieving a workable cost-sharing arrangement, the High-level Committee on Management agreed that field-related security costs would be apportioned on the basis of the actual percentage of staff, based on data resulting from the Chief Executives Board. Subsequently, the Secretary-General outlined the revised cost-sharing arrangements and the shares of the participating organizations in the cost of the United Nations security management system (A/62/641).

35.8 Furthermore, the cost-sharing arrangements in Vienna are based on a formula agreed upon by the organizations located at the Vienna International Centre. The total jointly financed budget of the Department of Safety and Security amounts to $243,800,300, before recosting. It is presented in more detail below in the section on the programme of work.

35.9 The overall resources required for the biennium 2012-2013 under the regular budget for this section, including the United Nations share in the jointly financed safety and security costs, amount to $238,745,700 before recosting, reflecting an increase of $298,000 or 0.1 per cent against the revised appropriation for the biennium 2010-2011. The growth of $298,000 is the result of the delayed impact of the 109 new posts approved in the context of the programme budget for the biennium 2010-2011 ($3,063,100); the proposed establishment in 2012-2013 of 13 new posts ($965,400); the proposed reclassification of 10 existing posts ($570,400); and a proposed net increase under non-post objects of expenditure ($68,400), largely offset by the decrease resulting from discontinuation of the 2010-2011 one-time provisions ($4,369,300).

35.10 The overall resources required for the gross jointly financed budget for the biennium 2012-2013 amount to $243,800,300, before recosting, reflecting an increase of $194,600 or 0.1 per cent as compared to the biennium 2010-2011, which is the net result of:

(a) The net increase amounting to $6,754,300 in the field operation and related requirements of the Department at both Headquarters and in the field, to be financed under the cost-sharing formula decided upon by the Chief Executives Board, comprising:

(i) An increase of $9,762,000 due to the delayed impact of 95 new posts, approved in the context of the programme budget for the biennium 2010-2011;

(ii) An increase of $333,100 due to the proposed establishment of 15 new posts, a total of 18 upward and downward reclassifications, and the abolition of 2 posts;

(iii) A decrease of $2,487,000 due to the discontinuation of the one-time 2010-2011 provisions under non-post objects of expenditure;

(iv) A decrease of $853,800 under various non-post objects of expenditure for the biennium 2012-2013;

(b) The net decrease of $1,311,000 in the gross budget for the Security and Safety Service in Vienna, which is financed jointly by the four organizations based at the Vienna International Centre under a mutually agreed cost-sharing formula (detailed under programme of work, subprogramme 1), comprising:

(i) A decrease of $1,515,100 due to discontinuation of the one-time 2010-2011 provision under temporary posts ($1,115,000) and various non-post objects of expenditure ($400,100);

(ii) A net decrease of $460,400 under various non-post objects of expenditure;

(iii) An increase of $664,500 due to the proposed establishment of five Security Service posts for a canine unit and the proposed upward reclassification of two posts for the biennium 2012-2013;

(c) An estimated decrease of $5,248,700 under the malicious acts insurance policy resulting from the establishment of a new three-year policy, effective 1 January 2010, for a significantly lower premium than in the past. The premium was reduced due to better insurance market conditions and revisions to terms of the policy deductible.

35.11 Regular budget and jointly financed resources under this section are supplemented by funding derived from: (a) the support account for peacekeeping operations; (b) reimbursement for the security and safety services rendered to the United Nations funds and programmes; and (c) funding earmarked by donors to support urgently required security measures, including but not limited to training and stress management programmes, computer/software programs to enhance security management and security missions. For the biennium 2012-2013, total other assessed and extrabudgetary resources are estimated in the amount of $13,676,400.

35.12 Pursuant to General Assembly resolution 58/269, resources were identified within the available capacity in the Professional and General Service categories for the conduct of monitoring and evaluation, during the biennium 2012-2013, equivalent to $2,455,900, funded from the regular budget, comprising one P-5, two P-4, three P-3 and two General Service (Other level) posts in the Compliance, Evaluation and Monitoring Unit and related support costs. Those resources are reflected under executive direction and management.

Table 35.5 **Distribution of full budget resources by component and source of funds**

(Percentage)

Component	*Consolidated regular budget and jointly financed*	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	1.9		
B. Programme of work			
Regular budget activities[a]	52.2	34.5	92.2
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	43.8	65.5	7.8
Subtotal	**96.0**	**100.0**	**100.0**
C. Programme support			
Regular budget activities	2.1		
Jointly financed activities: share of other United Nations system agencies, funds and programmes			
Subtotal	**2.1**	—	—
Total	**100.0**	**100.0**	**100.0**

[a] Resources include the United Nations share of jointly financed activities under the established cost-sharing arrangements.

[b] Resources exclude the United Nations share of jointly financed activities, the amount of which has already been included above.

35.13 The overall distribution of full budget resources, comprising the regular budget and jointly financed activities, is summarized in tables 35.6 and 35.7 below.

Table 35.6 **Resource requirements by component and source of funds**

(Thousands of United States dollars)

(1) *Full budget (regular budget and jointly financed activities)*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Executive direction and management	8 570.0	8 382.8	42.3	0.5	8 425.1	50.6	8 475.7
B. Programme of work							
Regular budget activities[a]	185 337.6	221 262.2	324.5	0.1	221 586.7	14 262.2	235 848.9
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	165 455.8	189 416.5	(3 497.2)	(1.8)	185 919.3	8 340.1	194 259.4
C. Programme support							
Regular budget activities[a]	7 547.0	8 802.7	(68.8)	(0.8)	8 733.9		8 733.9
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]		229.0	(229.0)	(100.0)			
Subtotal (1)	**366 910.4**	**428 093.2**	**(3 428.2)**	**(0.8)**	**424 665.0**	**22 652.9**	**447 317.9**

(2) *Other assessed*

	2008-2009 expenditure	2010-2011 estimate	Source of funds	2012-2013 estimate
			(a) Peacekeeping operations activities	
	6 404.9	8 312.0	Support account for peacekeeping operations	7 969.7
Subtotal (2)	**6 404.9**	**8 312.0**		**7 969.7**

(3) *Extrabudgetary*

	2008-2009 expenditure	2010-2011 estimate	Source of funds	2012-2013 estimate
			(a) Services in support of[a]:	
	6 055.6	4 897.3	(i) Support to extrabudgetary administrative structures	5 259.2
			(b) Substantive activities:	
	796.4	459.7	(i) Trust Fund for Security of Staff Members of the United Nations System	447.5
Subtotal (3)	**6 852.0**	**5 357.0**		**5 706.7**
Total (1), (2) and (3)	**380 167.3**	**441 762.2**		**460 994.3**

[a] Including the United Nations share of jointly financed activities under the established cost-sharing arrangements in the amounts of: $46,409,600 for actual 2008-2009, and an estimated $53,960,200 for 2010-2011 and $57,881,000 for 2012-2013.

[b] Excluding the United Nations share of jointly financed activities, the amount of which has already been included above.

Table 35.7 **Post requirements (full budget)**[a]

	Established regular budget posts		Temporary posts						Total	
			Regular budget		Other assessed[b]		Extrabudgetary[c]			
Category	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
Professional and above										
USG	1	1	—	—	—	—	—	—	1	1
ASG	1	1	—	—	—	—	—	—	1	1
D-2	2	2	—	—	—	—	—	—	2	2
D-1	4	17	—	—	—	—	—	—	4	17
P-5	45	34	—	—	1	1	—	—	46	35
P-4/3	361	352	1	—	11	11	—	—	373	363
P-2/1	13	21	—	—	1	1	—	—	14	22
Subtotal	**427**	**428**	**1**	**—**	**13**	**13**	**—**	**—**	**441**	**441**
General service										
Principal level	12	12	—	—	—	—	—	—	12	12
Other level	199	204	10	—	2	2	27	13	238	219
Subtotal	**211**	**216**	**10**	**—**	**2**	**2**	**27**	**13**	**250**	**231**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Other assessed[b]		Temporary posts: Extrabudgetary[c]		Total	
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
Other categories										
Security service	464	469	10		3	3	9	9	486	481
Local level	899	919	11						910	919
Subtotal	**1 363**	**1 388**	**21**	—	**3**	**3**	**9**	**9**	**1 396**	**1 400**
Total	**2 001**	**2 032**	**32**	—	**18**	**18**	**36**	**22**	**2 087**	**2 072**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] The full budget post requirements of the Department of Safety and Security include 942 posts for 2010-2011 and 960 posts for 2012-2013 that are jointly financed under the established cost-sharing arrangements.

[b] Resource requirements financed exclusively by the support account for peacekeeping operations.

[c] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures.

35.14 The distribution of resources of the gross jointly financed budget activities are summarized in tables 35.8 and 35.9 below.

Table 35.8 **Resource requirements by component and source of funds**

(1) *Gross budget (jointly financed activities)*

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2012-2013 estimate
B. Programme of work							
1. Security and safety coordination	26 170.7	31 306.5	(1 311.0)	(4.2)	29 995.5	1 031.5	31 027.0
2. Regional field coordination and support							
Component 1. Regional field operation coordination	174 036.6	198 520.8	1 765.3	0.9	200 286.1	7 113.3	207 399.4
Component 2. Field support	11 658.0	13 480.6	38.1	0.3	13 518.7	195.3	13 714.0
C. Programme support		297.8	(297.8)	(100.0)			
Subtotal (1)	**211 865.3**	**243 605.7**	**194.6**	**0.1**	**243 800.3**	**8 340.1**	**252 140.4**

(2) *Other assessed*

2008-2009 expenditure	2010-2011 estimate	Source of funds	2012-2013 estimate
		Peacekeeping operation activities:	
4 453.4	5 578.7	Support account for peacekeeping operations	5 221.7
4 453.4	**5 578.7**		**5 221.7**

(3) *Extrabudgetary*

	2008-2009 expenditure	*2010-2011 estimate*	*Source of funds*	*2012-2013 estimate*
			(a) Substantive activities:	
	796.4	459.7	Trust fund for security of staff members of the United Nations System	447.5
Subtotal (3)	**796.4**	**459.7**		**447.5**
Total (1), (2) and (3)	**217 115.1**	**249 644.1**		**257 809.6**

Table 35.9 **Post requirements (jointly financed activities)**

	Established regular budget posts		*Temporary posts*							
			Regular budget		*Other assessed*[a]		*Extrabudgetary*		*Total*	
Category	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above										
D-2	1	1							1	1
D-1	2	11							2	11
P-5	35	28			1	1			36	29
P-4/3	320	311	1		10	10			331	321
P-2/1	6	14							6	14
Subtotal	**364**	**365**	**1**	**—**	**11**	**11**	**—**	**—**	**376**	**376**
General service										
Principal level	4	4							4	4
Other level	26	26			2	2			28	28
Subtotal	**30**	**30**	**—**	**—**	**2**	**2**	**—**	**—**	**32**	**32**
Other categories										
Security service	150	155	10						160	155
Local level	398	410							398	410
Subtotal	**548**	**565**	**10**	**—**	**—**	**—**	**—**	**—**	**558**	**565**
Total	**942**	**960**	**11**	**—**	**13**	**13**	**—**	**—**	**966**	**973**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

35.15 The distribution of resources for regular budget activities is summarized in tables 35.10 and 35.11 below.

Table 35.10 **Resource requirements by component and source of funds**

(Thousands of United States dollars)

(1) *Regular budget*[a]

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2012-2013 estimate
A. Executive direction and management	8 570.0	8 382.8	42.3	0.5	8 425.1	50.6	8 475.7
B. Programme of work	185 337.6	221 262.2	324.5	0.1	221 586.7	14 262.2	235 848.9
C. Programme support	7 547.0	8 802.7	(68.8)	(0.8)	8 733.9	—	8 733.9
Subtotal (1)	**201 454.6**	**238 447.7**	**298.0**	**0.1**	**238 745.7**	**14 312.8**	**253 058.5**

[a] Resources include the United Nations share of jointly financed activities under the established cost-sharing arrangements in the amounts of: $46,409,600 for actual 2008-2009, and an estimated $53,960,200 for 2010-2011 and $57,881,000 for 2012-2013.

(2) *Other assessed*

2008-2009 expenditure	2010-2011 estimate	Source of funds	2012-2013 estimate
		Peacekeeping operation activities:	
1 951.5	2 733.3	Support account for peacekeeping operations	2 748.0
1 951.5	**2 733.3**		**2 748.0**

(3) *Extrabudgetary*

2008-2009 expenditure	2010-2011 estimate	Source of funds	2012-2013 estimate
		(a) Services in support of:	
6 055.6	4 897.3	Support to extrabudgetary administrative structures	5 259.2
6 055.6	**4 897.3**		**5 259.2**
209 461.7	**246 078.3**		**261 065.7**

Table 35.11 **Post requirements (regular budget)**[a]

Category	Established regular budget posts 2010-2011	Established regular budget posts 2012-2013	Temporary posts: Regular budget 2010-2011	Temporary posts: Regular budget 2012-2013	Temporary posts: Other assessed[b] 2010-2011	Temporary posts: Other assessed[b] 2012-2013	Temporary posts: Extrabudgetary[c] 2010-2011	Temporary posts: Extrabudgetary[c] 2012-2013	Total 2010-2011	Total 2012-2013
Professional and above										
USG	1	1	—	—	—	—	—	—	1	1
ASG	1	1	—	—	—	—	—	—	1	1
D-2	1	1	—	—	—	—	—	—	1	1
D-1	2	6	—	—	—	—	—	—	2	6
P-5	10	6	—	—	—	—	—	—	10	6

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Other assessed[b]		Temporary posts: Extrabudgetary[c]		Total	
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
P-4/3	41	41			1	1			42	42
P-2/1	7	7			1	1			8	8
Subtotal	**63**	**63**	—	—	**2**	**2**	—	—	**65**	**65**
General service										
Principal level	8	8							8	8
Other level	173	178	10				27	13	210	191
Subtotal	**181**	**186**	**10**	—	—	—	**27**	**13**	**218**	**199**
Other categories										
Security service	314	314			3	3	9	9	326	326
Local level	501	509	11						512	509
Subtotal	**815**	**823**	**11**	—	**3**	**3**	**9**	**9**	**838**	**835**
Total	**1 059**	**1 072**	**21**	—	**5**	**5**	**36**	**22**	**1 121**	**1 099**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] Requirements exclude posts under the jointly financed activities reflected in table 35.9 above.

[b] Resource requirements financed exclusively by the support account for peacekeeping operations.

[c] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures.

A. Executive direction and management

Regular budget resource requirements (before recosting): $8,425,100

35.16 The Under-Secretary-General for Safety and Security is responsible for the management of the United Nations security system, the development of security policies and security recommendations for the Secretary-General and for the overall security and safety of more than 100,000 United Nations staff members and an estimated 300,000 dependants at over 150 duty stations. In view of the extensive system-wide responsibilities and the external liaison and relationships that the Under-Secretary-General maintains and the need to ensure continuity during periods of leave or other absence, the Under-Secretary-General is assisted by a deputy at the Assistant Secretary-General level whose primary responsibilities are to support the Under-Secretary-General in the full range of his/her complex and extensive system-wide responsibilities.

35.17 In managing the Department, the Under-Secretary-General is currently supported by the Office of the Under-Secretary-General, the Policy, Planning and Coordination Unit, and the Compliance, Evaluation and Monitoring Section. The Office of the Under-Secretary-General is responsible for the enactment and monitoring of managerial, administrative and other decisions undertaken by the Under-Secretary-General and the Assistant Secretary-General, in accordance with the mandate of the Department, and oversees the advocacy, communication and reporting function in the Department, thereby optimizing support and services to the field (designated officials, Security Management Teams), as well as strengthening outreach efforts with Member States.

35.18 The Office of the Under-Secretary-General is supported by a Special Assistant to the Under-Secretary-General at the P-5 level, a Special Assistant to the Assistant Secretary-General at the P-3 level, one Communications Officer at the P-4 level, a Programme Officer at the P-3 level and three

General Service staff members. Both in the context of the United Nations Secretariat as well as in the context of leading the United Nations security management system, the demands upon the Office have grown exponentially, not only in terms of reporting requirements, outreach, advocacy, audit and communication but also in terms of complexity. With the Under-Secretary-General directly leading the Inter-Agency Security Management Network and the newly established Executive Group on Security, inter-agency coordination to translate the Under-Secretary-General's strategic vision into concrete actions is vital, as is the need for management and oversight over professional communications that emanate from the Office of the Under-Secretary-General.

35.19 There is a continuing need for inter- and intra-departmental, as well as inter-agency system-wide coordination on security, human resources, common system and legislative issues that demands commensurate additional efforts to manage interlocutors at senior levels, both internally and externally. The Department crosses three disciplines, namely, the security and safety services, the civilian peacekeeping component of the Department of Peacekeeping Operations and the field security component, which calls for a high degree of integration, coordination and coherence in response to critical issues and ensuring the same level of coordination and coherence between the various offices and duty stations. Accordingly, for the biennium 2012-2013, it is proposed that the post of Special Assistant at the P-5 level in the Office of Under-Secretary-General be reclassified to Chief of Staff at the D-1 level to provide a strong management framework through which to support the leadership of the Department, by acting as a channel through which the strategic vision is translated into coherent and well-directed actions which inform the Department, other departments within the Secretariat, as well as Member States and other actors both across the United Nations system and externally. In assuming responsibility for the overall management and supervision of the Office of the Under-Secretary-General and functions aimed at ensuring optimum coordination, synergy and integration of workflow, the proposed reclassification will result in a marked improvement in the Department's management capacity and increased efficiency in the planning and realization of strategic objectives which directly impact multiple and diverse stakeholders.

35.20 The Policy, Planning and Coordination Unit promulgates common policies and standards in all parts of the security management system, and is responsible for the drafting and updating of the Field Security Handbook and all specialized security directives. The Compliance, Evaluation and Monitoring Section is responsible for compliance reviews to be undertaken in all United Nations entities, including headquarters locations and in the field missions of the Department of Peacekeeping Operations and the Department of Political Affairs.

35.21 It is proposed to combine the Policy, Planning and Coordination Unit and the Compliance, Evaluation and Monitoring Unit to ensure greater synergy between two areas that are mutually dependent. The merging of the two units would also make optimum use of existing resources, in that inspectors presently carrying out compliance functions would also be able to contribute to the formulation of policies when at Headquarters. Conversely, those undertaking strictly policy functions would gain by greater exposure to compliance issues. The consolidation will provide a valuable contribution to the formulation of policies. As a result of the merger of the two units, it is proposed to reclassify one of the existing P-5 posts to the D-1 level. The proposed D-1 post of Chief of service requires substantive expertise in all aspects of safety and security provision to the United Nations in general and, more specifically, that lessons learned from compliance missions contribute to policy formulation and thereby improve the performance and effectiveness of the departmental resources. It is also proposed to reclassify the existing four P-3 posts in the merged unit to the P-4 level, in order to reflect the level of responsibilities associated with the new roles.

Table 35.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of staff and financial resources; and to ensure the promulgation of and compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively supported by staff and financial resources	(a) Efficient and effective utilization of regular budget resources *Performance measures* 2008-2009: 99 per cent of authorized funds expended Estimate 2010-2011: 100 per cent of authorized funds expended Target 2012-2013: 100 per cent of authorized funds expended
(b) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system	(b) (i) Increased percentage of developed/revised common policies, procedures and operational standards and maintenance thereof *Performance measures* 2008-2009: 80 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 100 per cent (ii) Increased percentage of compliance by organizations of the United Nations system with the minimum operating security standards, policies and procedures relating to the security and safety of staff, associated personnel, eligible dependants and facilities *Performance measures* Percentage of duty stations operating in compliance with the country minimum operating security standards (i.e., MOSS (minimum operating security standards) compliant and compliance with limitations above 80 per cent)

	2008-2009: 69 per cent
	Estimate 2010-2011: 72 per cent
	Target 2012-2013: 75 per cent
	Performance measures
	Percentage of compliance recommendations implemented during the period
	2008-2009: 63 per cent
	Estimate 2010-2011: 72 per cent
	Target 2012-2013: 75 per cent

External factors

35.22 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there will be no unforeseen situations originating from events deemed to be force majeure; (b) suitable female candidates and candidates from unrepresented and underrepresented Member States are available; and (c) all stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities.

Outputs

35.23 During the biennium 2012-2013, the following outputs will be delivered (regular budget):

(a) Servicing of intergovernmental and expert bodies:

(i) General Assembly:

a. Substantive servicing of meetings: meetings and informal consultations (10);

b. Parliamentary documentation: reports to the General Assembly on the functioning of the security management system, including the annual report on the safety and security of humanitarian personnel and protection of United Nations system personnel; annual lessons learned and best practices reports; any other ad hoc reports as required (10);

(ii) Security Council: substantive servicing of meetings: meetings and informal consultations (10);

(iii) Committee for Programme and Coordination: substantive servicing of meetings: meetings and/or informal consultations (10);

(iv) Advisory Committee on Administrative and Budgetary Questions: substantive servicing of meetings: meetings and informal consultations (10);

(b) Other substantive activities:

(i) Fact-finding missions: inspection and compliance missions according to the nature of the assignment (40); preparation and distribution of compliance reports with recommendations based on the findings identified during those missions; monitoring and reporting on the progress towards the implementation of recommendations; development of self-evaluation methodologies and implementation of a minimum operating security standards compliance self-assessment;

(ii) Promotion of legal instruments: development consolidation, harmonization and promulgation to all duty stations of essential security policies, procedures and operational standards of the United Nations security management system as well as best practices (1); establishment and maintenance of a centrally directed recruitment selection and career development system for security and safety personnel (1);

(iii) Documentation for inter-agency meetings: contribution to activities of the Chief Executives Board for Coordination and its subsidiary machinery on safety and security issues; coordination of activities of the United Nations Security Management Network; organization of meetings of the Network; production and distribution of reports of the Network and the High-level Committee on Management reports (6);

(c) Technical cooperation: training courses, seminars and workshops: facilitation of gender mainstreaming in all functional areas of the Department, including organization of training workshops for all staff to promote gender balance in the Department.

Table 35.13 **Resource requirements, executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	6 478.7	7 356.5	24	24
Non-post	1 904.1	1 068.6		
Total	**8 382.8**	**8 425.1**	**24**	**24**

35.24 Resources in the amount of $8,425,100, representing an increase of $42,300, would provide for 24 posts and non-post resources required for the management of the United Nations security system and the development of security policies and recommendations for the Secretary-General and to ensure the promulgation of and compliance with policies and procedures relating to the security and safety of the United Nations staff members, associated personnel, eligible dependants and facilities. Post-related resources in the amount of $7,356,500 reflect an increase of $877,800, resulting from the delayed impact of three posts established in the context of the programme budget for 2010-2011, comprising one Assistant Secretary-General post, which replaced the then existing D-2 post, one P-4 and one P-3 post ($528,600); and the proposed reclassifications of two P-5 posts to the D-1 level, and four P-3 posts to the P-4 level ($349,200). The non-post requirements of $1,068,600, reflecting a decrease of $835,500, would provide for the costs of external experts (hired to provide specialist support to selected compliance missions in the field), travel of staff, and general operating expenses and supplies and materials relating to supporting normal functioning of the office in accordance with the established mandates. The decrease of $835,500 reflects the discontinuation of the one-time 2010-2011 provisions under general temporary assistance, general operating expenditures, supplies and materials and furniture and

equipment (related to the posts approved and established in the biennium 2010-2011 following the 2009 management review).

B. Programme of work

1. Full budget activities (regular budget and jointly financed)

Table 35.14 **Resource requirements by subprogramme and source of funds**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Full budget				
1. Security and safety coordination				
Regular budget activities[a]	169 818.9	167 049.8	1 027	1 019
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	24 555.8	23 157.8	165	160
Subtotal	**194 374.7**	**190 207.6**	**1 192**	**1 179**
2. Regional field coordination and support				
Component 1. Regional field operation coordination				
Regular budget activities[c]	44 391.1	47 733.4		
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	154 129.7	152 552.7	758	766
Subtotal	**198 520.8**	**200 286.1**	**758**	**766**
Component 2. Field support				
Regular budget activities[d]	7 052.2	6 803.5	12	12
Jointly financed activities: share of other United Nations system agencies, funds and programmes[b]	10 731.0	10 208.8	30	34
Subtotal	**17 783.2**	**17 012.3**	**42**	**46**
Total (A)	**410 678.7**	**407 506.0**	**1 992**	**1 991**
B. Other assessed	8 312.0	7 969.7	18	18
C. Extrabudgetary	5 357.0	5 706.7	36	22
Total (A), (B) and (C)	**424 347.7**	**421 182.4**	**2 046**	**2 031**

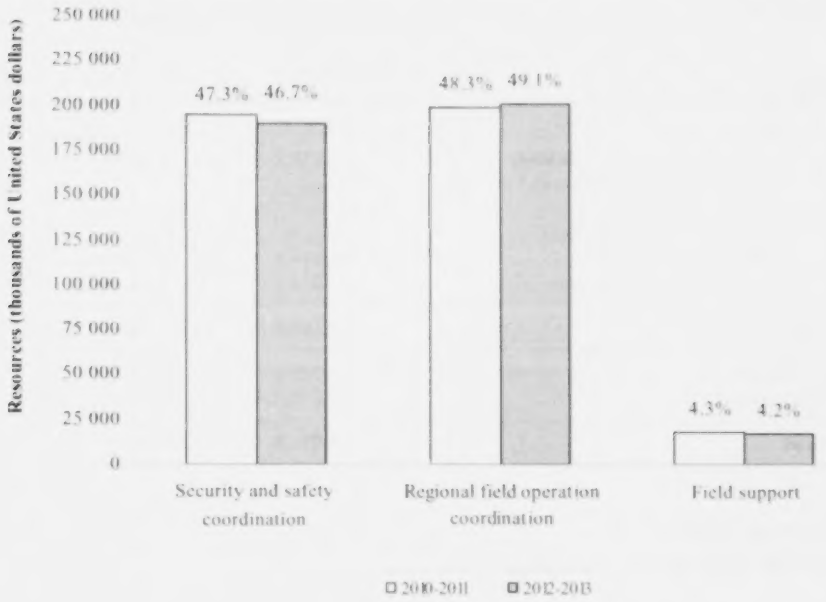
[a] Resources include the United Nations share of jointly financed activities under the established cost-sharing arrangements in the amount of $6,750,700 and $6,837,700 for 2010-2011 and 2012-2013, respectively, relating to the Security and Safety Service, Vienna.

[b] Resources exclude the United Nations share of jointly financed activities, the amount of which has already been included above.

[c] Resources comprising the United Nations share of jointly financed activities relating to the costs of field and regional operations and the malicious acts insurance policy.

[d] Resources include the United Nations share of jointly financed activities in the amount of $2,749,600 and $3,309,900 for 2010-2011 and 2012-2013, respectively, relating to the cost of field support services.

Full budget resource requirements by subprogramme (regular budget and jointly financed activities)



2. Gross budget of jointly financed activities

Table 35.15 **Resource requirements by subprogramme and source of funds**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
B. Programme of work				
1. Security and safety coordination	31 306.5	29 995.5	165	160
2. Regional field coordination and support				
Component 1. Regional field operation coordination	198 520.8	200 286.1	758	766
Component 2. Field support	13 480.6	13 518.7	30	34
Subtotal	**243 307.9**	**243 800.3**	**953**	**960**
Other assessed	5 578.7	5 221.7	13	13
Extrabudgetary	459.7	447.5	—	—
Total	**249 346.3**	**249 469.5**	**966**	**973**

3. Regular budget activities

Table 35.16 **Resource requirements by subprogramme and source of funds**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
B. Programme of work				
1. Security and safety coordination	169 818.9	167 049.8	1 027	1 019
2. Regional field coordination and support				
Component 1. Regional field operation coordination	44 391.1	47 733.4		
Component 2. Field support	7 052.2	6 803.5	12	12
Subtotal	**221 262.2**	**221 586.7**	**1 039**	**1 031**
Other assessed	2 733.3	2 748.0	5	5
Extrabudgetary	4 897.3	5 259.2	36	22
Total	**228 892.8**	**229 593.9**	**1 080**	**1 058**

Subprogramme 1
Security and safety coordination

Full budget resource requirements (before recosting): $190,207,600

Comprising: *(a)* *Regular budget activities: $167,049,800*

(b) *Share of other United Nations system agencies, funds and programmes in jointly financed activities: $23,157,800*

Gross jointly financed budget resource requirements (before recosting): $29,995,500

Comprising: *(a)* *Regular budget share of jointly financed activities: $6,837,700*

(b) *Share of other United Nations system agencies, funds and programmes in jointly financed activities: $23,157,800*

Regular budget resource requirements (before recosting): $167,049,800

35.25 The subprogramme is the responsibility of the Division of Headquarters Security and Safety Services, in conjunction with the Security and Safety Services at other headquarters locations and at the regional commissions. The Division is responsible for supervising the Headquarters Security and Safety Service in New York and providing policy direction, operational guidance and overall technical supervision to the Security and Safety Services at other headquarters locations and the regional commissions. The Security and Safety Services at duty stations retain day-to-day operational responsibility and report to the respective Director-General or Executive Secretary (who may serve as the Designated Official), working in close cooperation with the Chief of Administration. The Division is responsible for managing the protection of the senior officials of the Organization, which is undertaken by the Protection Coordination Unit, in a systematic and coordinated manner.

Table 35.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an appropriate emergency response mechanism, 24 hours a day, 7 days a week

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased percentage of elements of minimum operating security standards achieved at United Nations headquarters locations and regional commissions *Performance measures* (Percentage of elements of minimum operating security standards achieved at all locations) 2008-2009: 92 per cent Estimate 2010-2011: 95 per cent Target 2012-2013: 100 per cent (ii) Decreased number of unauthorized entries to United Nations premises *Performance measures* 2008-2009: 11 unauthorized entries Estimate 2010-2011: zero unauthorized entries Target 2012-2013: zero unauthorized entries (iii) Reduced number of safety-related claims received *Performance measures* 2008-2009: 43 claims Estimate 2010-2011: 35 claims Target 2012-2013: 30 claims (iv) Continued provision of specialized training for security and safety personnel to increase their efficiency and professionalism

	Performance measures (Number of participation instances at specialized training courses and workshops) 2008-2009: not applicable Estimate 2010-2011: 4,450 participants Target 2012-2013: 4,450 participants
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions *Performance measures* (Number of personal protection operations coordinated) 2008-2009: 407 Estimate 2010-2011: 450 Target 2012-2013: 450
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations *Performance measures* (Percentage of duty stations at which evacuation plans are in place, updated and tested) 2008-2009: not applicable Estimate 2010-2011: 100 per cent Target 2012-2013: 100 per cent

External factors

35.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities; (b) there are no unexpected events deemed to be force majeure; and (c) delegates, staff and visitors comply with and meet security, safety and fire regulations.

Outputs

35.27 During the biennium 2012-2013, the following outputs will be delivered (regular budget and extrabudgetary, unless otherwise stated):

(a) Security services related to office and conference facilities: screen persons, vehicles and packages entering and leaving the premises; operate and maintain the pass and identification badge system; confiscate out-of-date grounds passes; screen for concealed weapons; provide security coverage of meetings, receptions and special events; conduct security training programmes; raise and lower flags of Member States of the United Nations;

(b) Services related to garage facilities: screen vehicles for access authority; inspect delivery vehicles; inspect vehicles for explosive ordnance;

(c) Personal protection services: provide security to United Nations senior officials and other dignitaries; coordinate VIP movements with host-country security/law enforcement agencies;

(d) Special services: conduct investigations, liaise with host-country law enforcement agencies; analyse crime patterns; prepare local security threat assessments and crime prevention programmes;

(e) Pass and identification services: issue United Nations grounds passes and maintain related records;

(f) Physical security services: conduct physical security audits; maintain a key control system; repair and maintain all locking systems, safes and electronic security systems (including alarm, intrusion detection, closed-circuit television and access control systems);

(g) Explosive detection services: maintain explosive detection capability at vehicle delivery access points and areas where conferences, meetings and special events are held; screen all incoming mail and parcels;

(h) Emergency response services and crisis management: maintain a 24-hour-a-day, 7-day-a-week security control centre to monitor all security systems; maintain an incident command system and crisis management plan; respond to all serious incidents in United Nations offices and premises at Headquarters and other main locations; provide counter-surveillance detection measures in the vicinity of all United Nations offices and premises; conduct mobile and foot patrols, as necessary; collate and maintain updated emergency contact information; assist in all aspects of emergency preparedness and evacuation planning and execution for on-site and off-site facilities; standardize security procedures;

(i) Safety services: inspect United Nations premises, including elevators, escalators and machinery rooms, for safety and fire hazards; conduct safety training programmes for security officers, fire officials, industrial shop workers and guides; coordinate and conduct fire drills and safety engineering surveys; issue safety reports and recommendations; monitor and inspect fire and water alarms and practice evacuations of United Nations premises; issue safety equipment to staff and contractual workers; conduct health inspections of kitchen facilities; conduct annual safety and sanitation/hygiene inspections of all food preparation, storage and serving areas; process safety-related claims;

(j) Inspection services: inspect areas during bomb threats; respond to all types of alarms and emergencies; investigate motor vehicle accidents, compensation cases, accidents involving visitors and staff members, illnesses involving visitors and damage to personal and United Nations property;

(k) Training services (regular budget and other assessed): maintain high professional standards of instruction by ensuring that the security staff are well trained in basic security functions and are cross-trained in technical and specialized skills; provide training support services at Headquarters and other main locations, in conjunction with the Training and Development Section, to ensure system-wide consistency in training standards.

Table 35.18 **Resource requirements, subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*[a]	*2012-2013*
Regular budget[b]				
Post	134 778.0	137 916.4	1 027	1 019
Non-post	35 040.9	29 133.4		
Subtotal	**169 818.9**	**167 049.8**	**1 027**	**1 019**
Other assessed	2 733.3	2 748.0	5	5
Extrabudgetary	4 897.3	5 259.2	36	22
Total	**177 449.5**	**175 057.0**	**1 068**	**1 046**

[a] Includes 21 temporary Security Officer posts (10 General Service (Other level) in Geneva and 11 Local level in Addis Ababa) for the biennium 2010-2011.

[b] Resource requirements include the United Nations share of jointly financed activities in the amount of $6,750,700 and $6,837,700 for 2010-2011 and 2012-2013, respectively, relating to the Security and Safety Service, Vienna.

35.28 Resources in the amount of $137,916,400, reflecting an increase of $3,138,400, would provide for the 1,006 established posts (1 D-2, 1 D-1, 4 P-5, 9 P-4, 12 P-3, 4 P-2, 5 General Service (Principal level), 155 General Service (Other level), 314 Security Service and 501 Local level), 4 of which are proposed for reclassification (2 P-5 to D-1 and 2 P-3 to P-4) and the establishment of 13 new posts (5 General Service (Other level) and 8 Local level previously established on a temporary basis for the biennium 2010-2011). The net increase of $3,138,400 reflects:

(a) An increase of $3,544,900, relating to the delayed impact of 109 posts (1 P-5, 94 Local level and 14 Security Service), established for operations of the Security and Safety Services worldwide, in the context of the programme budget for the biennium 2010-2011;

(b) The increase of $1,186,600 for the proposed establishment of five General Service (Other level) posts in Geneva and eight Local level posts in Addis Ababa;

(c) The increase of $221,200 relating to the proposed reclassification of four posts (2 P-5 to D-1 and 2 P-3 to P-4), namely, those of the Chiefs of Security and Safety Services in Geneva and Nairobi (2 P-5 to D-1), the Administrative Officer in the Division of Security and Safety at Headquarters (P-3 to P-4) and the Deputy Chief in Nairobi (P-3 to P-4); partly offset by

(d) A decrease of $1,814,300 due to discontinuation of the one-time provision for 10 temporary General Service (Other level) posts in Geneva and 11 temporary Local level posts in Addis Ababa for the biennium 2010-2011.

35.29 Non-post resources in the amount of $29,133,400, representing a decrease of $5,907,500, would provide for general temporary assistance and overtime for security coverage during periods of peak workload, such as during the General Assembly and special sessions in Nairobi and Geneva, travel requirements for the protection detail for senior officials, contractual services, general operating

expenses, supplies and materials for operational needs, furniture and equipment, in addition to the United Nations share of the cost of the Security and Safety Service in Vienna, financed under the established cost-sharing agreement with other organizations based at the Vienna International Centre (see table 35.19).

35.30 The net decrease of $5,907,500 results from:

(a) A decrease of $2,336,900 under other staff costs reflecting reduced requirements for overtime and general temporary assistance in New York, Geneva, Nairobi, Bangkok, Addis Ababa and Beirut;

(b) A decrease of $2,033,900 under furniture and equipment, reflecting actual requirements and based on past patterns of expenditure of the various safety and security services;

(c) A decrease of $864,800 under supplies and materials, reflecting actual requirement estimated on the basis of experience;

(d) A decrease of $510,000 under contractual services, reflecting actual training and office automation equipment requirements for the available staff complement;

(e) A decrease of $232,000 under general operating expenses largely as a result of decreased requirements related to rental and maintenance of premises, rental and maintenance of furniture and equipment and communications;

(f) A decrease of $14,900 under travel of staff due mainly to the security coverage of the Secretary-General and senior officials of the Organization; partly offset by

(g) An increase of $85,000 under the grants and contributions paid for local cost-sharing in Vienna.

35.31 The regular budget resources would be complemented by extrabudgetary funding of $8,007,200, reflecting an increase of $376,600, derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($5,259,200), as well as from the support account for peacekeeping operations ($2,748,000). Those resources would provide funding for 27 extrabudgetary posts, other staff costs, consultants, contractual services and other operating expenses to supplement activities, financed from the regular budget. The funding contributes to a coherent, effective and timely response to all security-related threats and other emergencies, to provide risk mitigation and to ensure high-quality, best-practice security policies, standards and operational procedures across the United Nations field operations. The increase of $376,600 principally relates to the increased support from the programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities.

Table 35.19 **Jointly financed resource requirements (gross budget of the Security and Safety Service, Vienna)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*[a]	*2012-2013*
Gross budget[b]				
Post	27 127.8	26 677.3	165	160
Non-post	4 178.7	3 318.2		
Subtotal	**31 306.5**	**29 995.5**	**165**	**160**
Extrabudgetary				
Total, jointly financed	**31 306.5**	**29 995.5**	**165**	**160**

[a] Includes 10 temporary Security Officer posts in Vienna for the biennium 2010-2011.

[b] The United Nations regular budget share of the gross jointly financed budget totals $6,750,700 and $6,837,700 for 2010-2011 and 2012-2013, respectively.

35.32 The estimated gross budget post-related requirements of $26,677,300, reflecting a decrease of $450,500, would provide for 160 posts, including three Professional and above, two General Service (Principal level) and 155 Security Service, to establish a permanent canine unit, owing to the level of risk in Vienna, and to assist the current staff complement to manage the increased activity from the new M building conference centre. The net decrease of $450,500 results from the discontinuation of the one-time 2010-2011 provision for 10 temporary posts for Security Officers ($1,115,000), partly offset by the proposed establishment of five new Security Officer posts ($557,500), which were previously approved on a temporary basis for the biennium 2010-2011, and the proposed reclassification of the existing P-5 post of the Chief of Security and Safety Service in Vienna to the D-1 level and of one existing P-3 post to the P-4 level for the Deputy to the Chief of Security and Safety Service ($107,000).

35.33 Non-post resources in the amount of $3,318,200, reflecting a decrease of $860,500, would provide for general temporary assistance, overtime, various contractual services, maintenance costs for specialized security and office automation equipment, cleaning and repair of uniforms, communications costs, security-related supplies, replacement of the security and safety equipment and grants and contributions. The net decrease of $860,500 results from the combined effect of decreases under general temporary assistance and overtime ($437,600), general operating expenses ($168,300), supplies and materials ($15,600), furniture and equipment ($293,600), and grants and contributions ($9,500), reflecting actual requirements, calculated on the basis of the available staff complement and the established standards, partly offset by increases under travel in connection with security risk assessment missions ($14,600) and contractual services for dealing with upgrading and servicing of information technology hardware and software ($49,500).

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

Full budget resource requirements (before recosting): $200,286,100

Comprising:
(a) Regular budget activities: $47,733,400
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $152,552,700

Gross jointly financed budget resource requirements (before recosting): $200,286,100

Comprising:
(a) Regular budget share of jointly financed activities: $47,733,400
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $152,552,700

Regular budget resource requirements (before recosting): $47,733,400

35.34 Component 1 of this subprogramme is under the responsibility of the Division of Regional Operations. The Division, through its regional desks, is responsible for daily security operations conducted by the Department of Safety and Security field security offices and staff worldwide in over 170 countries constituting some 700 designated and differentiated security areas, for necessary prevention, preparedness and response to all security incidents in the field, for mobilizing resources and providing assistance in the field as necessary to support the designated officials in the performance of their functions and for coordinating crisis management activities in contingency situations.

35.35 The five Security Information Operations Centres are an integral part of the field activities of the Department. The two principal functions of the Centres are: (a) to report on security incidents and inform the United Nations country team of the prevailing security situation; to provide the Chief Security Adviser with analyses of the current and developing security situation to ensure the provision of sound advice to the Designated Official and the security management team; and (b) to function as crisis coordination centres during periods of emergency; to develop contingency plans to complement emerging security trends, carry out mission tracking to ensure continuous awareness of staff deployments and supervise and direct the operations of the emergency communications system.

35.36 Field security activities of the United Nations are governed by the policies, procedures and programmes developed in full collaboration with the Inter-Agency Security Management Network. The Network, which comprises senior managers who have oversight over security within their respective entities, is responsible for reviewing policies and procedures and monitoring their implementation. It makes recommendations to the High-level Committee on Management of the Chief Executives Board for Coordination. In response to the decisions of the Network, the responsibilities of the Division include:

(a) Coordinating safety and security issues among the organizations of the United Nations system;

(b) Ensuring implementation of the established security and safety policies;

(c) Developing security requirements for new missions as well as regular and emergency operations;

(d) Implementing and evaluating field operations with security policies, standards and procedures;

(e) Assisting and monitoring the implementation of the minimum operating security standards at all duty stations and security components of peacekeeping operations and humanitarian and other special missions in the field;

(f) Analysing the participation of host countries in supporting United Nations security goals;

(g) Updating security and safety guidelines and directives;

(h) Coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field.

35.37 The Division undertakes daily security coordination with the field and provides operational guidance to security personnel. It mobilizes staff to meet field requirements; supports designated officials in emergency situations; maintains up-to-date security and threat information to provide to the Secretary-General and other senior officials; and provides extensive assistance in the event of hostage-taking and other crisis situations. Staff of the Division travel extensively to their regions of operation to provide assistance or undertake assessment missions.

35.38 The work of the Division includes a threat and risk assessment capacity, established in accordance with resolution 59/276, section XI, paragraphs 33 to 39, which is the responsibility of:

(a) The Threat and Risk Assessment Unit, which acts as the primary tool throughout the United Nations system for identifying emerging threats, determining areas of vulnerability and developing mitigating strategies and measures; and

(b) Five regional desks, whose tasks include:

(i) Daily coordination with field security representatives and designated officials on all security-related issues affecting United Nations staff, dependants, facilities and equipment;

(ii) Review and endorsement of security risk assessments, security plans, minimum operating security standards and minimum operating residential security standards;

(iii) Regional threat and risk assessments;

(iv) Timely dissemination of information relevant to threat and risk assessments to all components of the United Nations security system;

(v) Review of security levels wherever United Nations operations occur;

(vi) Operation of a round-the-clock communications centre;

(vii) Provision of crisis response to the field and management and technical expertise for all hostage incidents as well as support in relation to all security incidents in the field;

(viii) Deployment of additional resources to the field as necessary during crisis and emergency situations.

35.39 With respect to the Department's field operations, an analysis was undertaken of 25 duty stations with Chief Security Advisers (the highest Department of Safety and Security field-level personnel) which were ranked in terms of complexity, operations and size. A number of variables were gathered and analysed to determine the suitability of the current staffing and grade distributions. In several, there was regular, often daily, consultation by Chief Security Advisers requiring

interaction with a multitude of senior officials from the host Government authorities, such as the Ministry of the Interior, the Foreign Ministry, the Prime Minister/President's Office, heads of police (civil and judicial), local and international military chiefs, as well as United Nations missions, host Government embassies and other organizations. The Department of Safety and Security also took into consideration in its analyses the Benchmark Validation Report of the Security Occupational Group which addressed 29 Department of Political Affairs, Department of Peacekeeping Operations and Department of Field Support field operations during the period December 2009 to March 2010.

35.40 The Benchmark Validation Report of the Security Occupational Group, inter alia, recommended the upgrade of Chief Security Adviser posts to the D-1 level in the United Nations Mission in Liberia, the United Nations Integrated Mission in Timor-Leste, the United Nations Assistance Mission in Afghanistan, the African Union-United Nations Hybrid Operation in Darfur, the United Nations Mission in the Sudan and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, as they had been categorized as "very large missions" with a total of 5,000 to 25,000 different categories of personnel, including between 160 and 1,100 security staff directly supervised by Chief Security Advisers. Furthermore, by size, complexity and degree of responsibility in combination with complex humanitarian emergency, the United Nations security management system in Pakistan is comparable to very large Department of Peacekeeping Operations missions as it is responsible for some 7,000 personnel and their eligible dependants operating in 10 designated security areas throughout the country.

35.41 In line with the above, and given the size and complexity of the position and the scope of responsibility of the Chief Security Advisers at each of these locations, it is proposed to reclassify seven such positions from the P-5 to the D-1 level, as detailed above. In addition, it is proposed to reclassify eight P-4 posts to the P-2/1 level to provide additional entry-level opportunities, and to establish 10 Local level posts to strengthen the support to the five Security Information and Operations Centres and, in this light, to abolish two P-4 posts in the field.

Table 35.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the safety and security of staff members of the United Nations system, associated personnel, eligible dependants and United Nations programme activities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved safety and security arrangements	(a) (i) Increased percentage of security risk assessments developed by the United Nations and endorsed by the Division of Regional Operations, in full cooperation with the national authorities of host countries
	Performance measures
	2008-2009: 84 per cent
	Estimate 2010-2011: 90 per cent
	Target 2012-2013: 100 per cent

	(ii) Increased percentage of elements of minimum operating security standards achieved at United Nations duty stations *Performance measures* 2008-2009: not available Estimate 2010-2011: 80 per cent Target 2012-2013: 85 per cent
(b) Enhanced preparedness for contingencies, crisis situations and timely response to security incidents	(b) (i) Increased percentage of approved security plans that address known and anticipated security emergencies and crisis events *Performance measures* 2008-2009: 78 per cent Estimate 2010-2011: 80 per cent Target 2012-2013: 90 per cent (ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice to assist United Nations field offices in the management of crisis situations *Performance measures* 2008-2009: 20 field security officers (for up to 90 days) Estimate 2010-2011: 25 field security officers (for up to 90 days) Target 2012-2013: 25 field security officers (for up to 90 days) (iii) No more than six hours between the time of a reported incident and the time of activation of the Crisis Coordination Centre of the Department of Safety and Security *Performance measures* (Percentage of incidents in which no more than six hours elapsed between reporting and activation of the Centre) 2008-2009: not available Estimate 2010-2011: 100 per cent

		Target 2012-2013: 100 per cent
(c)	Enhanced security management system	(c) (i) Increased percentage of safety and security arrangements for United Nations personnel, assets and operations coordinated with host authorities *Performance measures* 2008-2009: 86 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 95 per cent (ii) Increased percentage of time spent by security advisers and field security coordination officers of the Department of Safety and Security in support of programme activities in the field outside the capital area *Performance measures* 2008-2009: 19 per cent Estimate 2010-2011: 20 per cent Target 2012-2013: 25 per cent

External factors

35.42 Component 1 of the subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is no major change in the current level of threats and risks to United Nations personnel, facilities and activities;

(b) Emergency operational requirements, such as responding to national disasters, terrorist attacks targeting United Nations facilities and/or personnel or other critical security incidents, do not involve the substantial redirection of the subprogramme's resources from their original purpose;

(c) All stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities.

Outputs

35.43 During the biennium 2012-2013, the following outputs will be delivered (regular budget and other assessed, unless otherwise stated):

(a) Review and update of all country security threat and risk assessments, minimum operating security standards and security plans on an annual basis;

(b) Security assistance and assessment visits to duty stations (30);

(c) Maintenance of a 24-hour-a-day, 7-day-a-week communications centre to provide worldwide communications with the Department's security professionals, rapid reporting and core communications during a crisis situation (regular budget only);

(d) Participation in regional workshops on security and safety issues; annual meetings/seminars concerning the security management system, best practices, critical incident stress management and training, as well as compliance inspections (40);

(e) Review of procedures, at the country level, for general office safety, including fire hazards and fire drill procedures, vehicular safety procedures and building evacuation procedures, and conduct of safety training and promulgation of best practices on safety.

Table 35.21 **Resource requirements, subprogramme 2, component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget[a]				
Non-post	44 391.1	47 733.4		
Total	**44 391.1**	**47 733.4**	—	—

[a] Resources comprising the United Nations share of jointly financed activities relating to the costs of field and regional operations and the malicious acts insurance policy.

35.44 Resources in the amount of $47,733,400, reflecting an increase of $3,342,300, would provide solely for the United Nations share of the jointly financed activities of component 1 of the subprogramme, comprising: (a) the cost of the Division of Regional Operations in New York; (b) costs relating to security operations in the field; and (c) the cost of the malicious acts insurance policy coverage of personnel in the field. The increase under the regular budget reflects the proportional share of the increase under the gross budget requirements of the field-related activities under component 1 of this subprogramme, as detailed in table 35.22 and explained in paragraphs 35.47 and 35.49 below.

Table 35.22 **Jointly financed resource requirements, subprogramme 2, component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Gross budget[a]				
Post	138 157.1	147 799.5	758	766
Non-post	60 363.7	52 486.6		
Subtotal	**198 520.8**	**200 286.1**	**758**	**766**
Other assessed	5 578.7	5 221.7	13	13
Total	**204 099.5**	**205 507.8**	**771**	**779**

[a] The United Nations regular budget share of the gross jointly financed budget under component 1 of subprogramme 2 totals $44,391,100 and $47,733,400 for 2010-2011 and 2012-2013, respectively.

35.45 The post-related requirements of $147,799,500, reflecting an increase of $9,642,400, would provide for: (a) the 758 established posts (1 D-2, 1 D-1, 32 P-5, 194 P-4, 106 P-3, 5 P-2, 1 General Service (Principal level), 20 General Service (Other level) and 398 Local level); (b) the proposed establishment of 10 new Local level posts; (c) the reclassification of 18 posts (8 P-5 to D-1, 2 P-4 to P-5 and 8 P-4 to P-2/1); and (d) the abolition of 2 P-4 posts in the field.

35.46 The responsibilities of the posts indicated in table 35.22 include: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and security components of peacekeeping operations and humanitarian and other special missions in the field; (e) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (f) updating security and safety guidelines and directives; (g) coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field; and (h) providing surge capacity for emergency operations.

35.47 The net increase of $9,642,400 results from the delayed impact of the 97 posts (1 D-1, 48 P-4, 16 P-3, 1 P-2/1, 2 General Service (Other level) and 29 Local level) established for the biennium 2010-2011 ($9,888,800) and the proposed establishment of 10 new Local level posts in Security Information Operations Centres ($617,000), partly offset by the net decrease due to the proposed reclassification of 18 posts (8 P-5 to D-1, 2 P-4 to P-5 and 8 P-4 to P-2/1) ($178,000) and the proposed abolition of two P-4 posts in the field ($685,400).

35.48 Non-post resources in the amount of $52,486,600, representing a decrease of $7,877,100, would provide for: (a) other staff costs ($9,585,800), including overtime ($365,700) and the overall costs of malicious acts insurance for personnel in the field of the United Nations system ($9,220,100); (b) technical expert consultancy services to carry out evaluations of security risks in the field ($207,900); (c) travel of desk officers to the field and the field security officers to Headquarters for consultations and training ($9,713,300); (d) contractual services to cover the administrative backstopping provided in the field by the United Nations Development Programme ($12,057,600); (e) general operating expenses of field offices, including the rental and maintenance of premises, the maintenance of vehicles and safety, communications and office equipment, and communications ($14,057,500); various supplies for field offices ($5,080,900); and (f) the replacement of office, security and automation equipment and vehicles in the field ($1,783,600).

35.49 The decrease of $7,877,100 comprises: (a) a decrease under other staff costs, relating to the estimated reduction of the premium for the malicious acts insurance policy ($5,248,700); (b) a decrease under travel due to expected measures to rely on videoconferencing and other electronic means of communications as an alternative to travel requirements ($571,500), to the extent possible; (c) a decrease in general operating expenses ($1,202,600) resulting from discontinuation of one-time provisions for alteration of premises for the biennium 2010-2011; and (d) a decrease under furniture and equipment ($854,300) resulting from discontinuation of one-time provisions for acquisition of furniture, fixtures and office automation equipment for the biennium 2010-2011.

35.50 The jointly financed resources would be complemented by other assessed contributions of $5,221,700 derived from the support account for peacekeeping operations. Those resources would provide funding for 13 posts, travel of staff, contractual services and other operating expenses to supplement jointly financed activities in order to provide risk mitigation and to ensure high-quality best-practice security policies, standards and operational procedures across the United Nations

field operations. The decrease of $357,000 reflects the expected support to be provided from the support account for peacekeeping operations in the biennium 2012-2013.

Component 2
Field support

Full budget resource requirements (before recosting): $17,012,300

Comprising: *(a)* *Regular budget activities: $6,803,500*

(b) *Share of other United Nations system agencies, funds and programmes in jointly financed activities: $10,208,800*

Gross jointly financed budget resource requirements (before recosting): $13,518,700

Comprising: *(a)* *Regular budget share of jointly financed activities: $3,309,900*

(b) *Share of other United Nations system agencies, funds and programmes in jointly financed activities: $10,208,800*

Regular budget resource requirements (before recosting): $6,803,500

35.51 Component 2 of subprogramme 2 is under the responsibility of the Field Support Service, which will continue to focus on creating conditions to minimize security-related incidents by: (a) translating security and critical incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues as well as stress management; (c) developing and updating related training materials, taking into account gender-specific material; (d) providing counselling services to staff exposed to critical incident stress, as needed; and (e) developing systems to ensure that all United Nations staff with responsibilities in the security management system have access to the information and tools that they need in order to perform their security functions.

35.52 The Service comprises:

(a) The Training and Development Section, including a regional training hub in Nairobi, responsible for managing the development and implementation of the United Nations security management system; developing training objectives, standards and programmes for all actors in the United Nations security management system, as identified in the framework for accountability for the United Nations security management system;[1] evaluating skills requirements and identifying training needs for security management; delivering training as specified in the United Nations security management system security training strategy; and evaluating and validating security training programmes against the established standards and policies, as well as their ongoing relevance to ensure that they meet the needs of the United Nations security management system;

(b) The Critical Incident Stress Management Unit, responsible for developing and implementing a comprehensive United Nations programme for the management of critical incident stress; ensuring inter-agency coordination regarding critical incident stress management; providing rapid professional response to critical incidents and stress management training for staff members of the United Nations security management system;

(c) The Information Management Section, responsible for managing systems that provide security-related information to a variety of stakeholders, ranging from United Nations staff members to heads of agencies, that need to be available around the clock to the entire United

[1] A/65/320 and Corr. 1, as noted in General Assembly resolution 65/260.

Nations system and that include critical data on staff and dependants, which are essential during crisis situations to allow for effective planning and management, staff tracking, mass casualty management and control of staff movement in high-risk areas;

(d) The Crisis Management Support Unit, responsible for the provision of a cross-cutting, system-wide capacity for the development of coordinated crisis management response plans, capabilities and procedures, acting as the nucleus for crisis and contingency planning and drawing on the United Nations organizations as required to build up crisis management capability and coordinating the establishment of procedures, policies and agreements.

Table 35.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase the safety and security knowledge and skills of multiple clients of the United Nations security management system and to reduce and/or prevent critical-incident stress

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) No less than 95 per cent of staff and their families in the field receive stress-management training *Performance measures* 2008-2009: 96 per cent of staff and family members Estimate 2010-2011: 95 per cent of staff and family members Target 2012-2013: 95 per cent of staff and family members (ii) Increased number of counsellors trained in critical-incident stress management in emergency settings *Performance measures* 2008-2009: 28 counsellors Estimate 2010-2011: 50 counsellors Target 2012-2013: 70 counsellors (iii) No less than 95 per cent level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents

	Performance measures 2008-2009: 95 per cent of personnel requiring aid Estimate 2010-2011: 95 per cent of staff requiring aid Target 2012-2013: 95 per cent of staff requiring aid
(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system *Performance measures* 2008-2009: 90 per cent Estimate 2010-2011: 93 per cent Target 2012-2013: 95 per cent (ii) No less than 90 per cent of staff have completed the "Security awareness for United Nations personnel" learning programme *Performance measures* (Percentage of staff who have completed the "Security Awareness for United Nations Personnel" learning programme) 2008-2009: 90 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 90 per cent (iii) No less than 90 per cent of personnel deployed in phase I and above duty stations have completed the "Advanced Security in the Field" learning programme *Performance measures* (Percentage of personnel deployed in phase I and above duty stations who have completed the "Advanced security in the field" learning programme) 2008-2009: 90 per cent Estimate 2010-2011: 90 per cent

	Target 2012-2013: 90 per cent (iv) Increased percentage of designated officials and security management team members undertaking security training to enhance their ability to fulfil their security responsibilities *Performance measures* (Percentage of newly appointed designated officials who attend security induction training) 2008-2009: 100 per cent Estimate 2010-2011: 100 per cent Target 2012-2013: 100 per cent (v) Increased percentage of Department of Safety and Security field security officers attain security certification *Performance measures* (Percentage of all serving field security officers who attain security certification) 2008-2009: 95 per cent Estimate 2010-2011: 98 per cent Target 2012-2013: 98 per cent
(c) Improved capacity to track staff and to provide members of the security management system with relevant security information	(c) (i) Increased percentage of United Nations personnel and eligible dependants can be tracked at any given moment in all United Nations locations worldwide *Performance measures* 2008-2009: 80 per cent Estimate 2010-2011: 95 per cent Target 2012-2013: 96 per cent (ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department

Performance measures

2008-2009: not applicable

Estimate 2010-2011: 90 per cent

Target 2012-2013: 96 per cent

External factors

35.53 Component 2 of the subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is no major change in the current level of threats and risks to United Nations personnel, facilities and activities;

(b) All stakeholders, including the United Nations agencies, funds and programmes, are supportive of the Department's efforts and extend to it full cooperation in attaining the programme objective, including compliance with policies and procedures relating to the security and safety of staff members of the United Nations system, associated personnel, eligible dependants and facilities;

(c) Funding from donors will be maintained and/or obtained for the revision and fielding of the "Security Awareness for United Nations Personnel" and "Advanced Security in the Field" learning programmes and for the fielding and maintenance of the learning management system for distance learning;

(d) Emergency operational requirements, such as responding to national disasters, terrorist attacks targeting United Nations facilities and/or personnel or other critical security incidents, do not involve the substantial redirection of the subprogramme's resources from their original purpose.

Outputs

35.54 During the biennium 2012-2013, the following outputs will be delivered (regular budget and extrabudgetary):

(a) Chair the critical incident stress management working group and the security training working group of the Inter-Agency Security Management Network and participate in the Network's meetings, training workshops and meetings of the critical incident stress-related and training-related working groups to promote development and system-wide dissemination of the United Nations standards on critical incident stress prevention and management and safety and security standards;

(b) Deploy mobile training teams/officers to conduct and/or support safety and security training programmes of other agencies, funds, programmes and organizations of the United Nations security management system, as required;

(c) Develop and distribute information and communications material on stress management;

(d) Harmonize and standardize United Nations procedures on critical incident stress management with the assistance of external experts at the highest level representing the major current global trends in the critical incident field;

(e) Develop high priority and diverse information management systems that will provide support to the United Nations security management system, including:

(i) Decision support systems for use by security officials within the accountability framework;

(ii) Crisis management support tools;

(iii) A comprehensive training database;

(iv) A portal to provide substantive information sharing among stress managers;

(v) A system to integrate human resources data from information in Atlas and the Integrated Management Information System;

(vi) A system to track the results of compliance assessments; and

(vii) A global ID card system;

(f) Provide psychosocial support to United Nations staff in response to mass emergencies and isolated critical incidents;

(g) Revise and update, as necessary, safety and security training materials and standards for staff members, security officers and designated officials/security management team members;

(h) Train United Nations counsellors as well as non-United Nations locally based counsellors in United Nations critical incident stress management procedures;

(i) Issue and distribute the revised versions of "Basic Security in the Field" and "Advanced Security in the Field" CD-ROMs for all countries and duty stations where United Nations personnel are present;

(j) Support and conduct training workshops for newly appointed designated officials and chief security advisers, security management team members and security officers of United Nations system agencies, funds and programmes and conduct a security c tification programme for newly appointed field security coordination officers;

(k) Conduct a basic hostage incident management course and advanced hostage incident management course for selected staff.

Table 35.24 **Resource requirements, subprogramme 2, component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget[a]				
Post	2 657.6	3 240.3	12	12
Non-post	4 394.6	3 563.2	—	—
Total	**7 052.2**	**6 803.5**	**12**	**12**

[a] Resource requirements include the United Nations share of jointly financed activities in the amount of $2,749,600 and $3,309,900 for 2010-2011 and 2012-2013, respectively.

35.55 Post-related resources in the amount of $3,240,300, reflecting an increase of $582,700, will provide for 12 posts for the crisis management capacity at Headquarters to provide a cross-cutting, system-wide capacity for the development of coordinated crisis management response plans, capabilities and procedures, acting as the nucleus for crisis and contingency planning and drawing on the United Nations system of organizations as required to build up crisis management capability and coordination of the establishment of procedures, policies and agreements; and to manage

systems and tools that provide security-related information to a variety of stakeholders ranging from United Nations staff members to heads of agencies. The increase of $582,700 relates to the delayed impact in respect of five posts (2 P-4, 1 P-3, 1 P-2/1 and 1 General Service (Other level)) established in the context of the programme budget for the biennium 2010-2011.

35.56 Non-post resources in the amount of $3,563,200, reflecting a decrease of $831,400, would provide for: (a) general operating expenses, including communications costs, maintenance of furniture and equipment ($102,900); (b) various supplies and materials ($12,200); (c) acquisition and replacement of furniture and office automation equipment related to the strengthening of the crisis management capacity and the establishment of the information management capacity ($138,200), as well as for the United Nations share of the jointly financed activities of the field support component of the subprogramme ($3,309,900). The net decrease of $831,400 in non-post requirements results from the decrease under general temporary assistance due to discontinuation of one-time 2010-2011 provisions for strengthening of the crisis management capacity and the establishment of the Information Management Section ($1,263,700) and a decrease under general operating expenses ($191,700) resulting mostly from discontinuation of one-time 2010-2011 provisions for rental and maintenance of and alterations to premises, partly offset by additional requirements for acquisition of data-processing and office automation equipment ($63,700) and the proportional share ($560,300) of the increase under the gross budget requirements of the field-related activities of the subprogramme as detailed in table 35.25 below.

Table 35.25 **Jointly financed resource requirements, subprogramme 2, component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011[a]*	*2012-2013*
Gross budget				
Post	8 514.8	8 967.5	30	34
Non-post	4 965.8	4 551.2		
Subtotal	**13 480.6**	**13 518.7**	**30**	**34**
Extrabudgetary	459.7	447.5		
Total, jointly financed	**13 940.3**	**13 966.2**	**30**	**34**

[a] Includes one temporary post in 2010-2011 at the P-4 level for an aviation risk management officer. It is proposed to create this post as established for the biennium 2012-2013.

35.57 The post-related resources of $8,967,500, reflecting an increase of $452,700, would provide for the existing 29 posts as well as the proposed establishment of five additional posts (2 P-4, 1 P-3 and 2 Local level) (including 1 P-4 which was previously approved on a temporary basis for the biennium 2010-2011), which would be responsible for: (a) managing the development and implementation of the United Nations security management training system-wide; developing training objectives, standards and programmes for all actors in the United Nations security management system; evaluating the skill requirements and identifying training needs; delivering training; and evaluating and validating security training programmes against the established standards and policies, as well as their ongoing relevance to ensure they meet the needs of the United Nations security management system; and (b) developing and implementing a comprehensive United Nations programme for the management of critical incident stress. Those activities also include operating a regional training hub out of Nairobi.

35.58 The increase of $452,700 represents the net effect of: (a) the increase of $189,600 resulting from the proposed establishment of a new P-4 post to provide for aviation risk management capacity at Headquarters to coordinate the activities and programme of the Department under aviation safety; (b) the increase of $389,900 resulting from the proposed establishment of four new posts (1 P-4, 1 P-3 and 2 Local level) for security trainers located in Nairobi to provide support to the African region as part of a regionalized service; and (c) the decrease of $126,800, resulting from the discontinuation of a one-time 2010-2011 provision for a temporary P-4 post for the aviation safety management function, partly offset by the delayed impact of one General Service (Principal level) post in the Training and Development Section, established in the context of the programme budget for the biennium 2010-2011.

35.59 Non-post resources of $4,551,200, reflecting a decrease of $414,600, would provide for: (a) travel of staff for incident-related travel to field locations ($1,301,000); (b) contractual services for aviation safety technical services, specialized training of security and safety personnel and external printing requirements ($2,761,500); (c) general operating expenses including communications, rental of furniture and office automation equipment ($473,800); and (d) supplies and materials ($14,900). The decrease of $414,600 results from: increased use of electronic means of communications as an alternative to travel ($132,800); conducting training activities from the training hub in Nairobi, instead of at Headquarters ($149,500); and discontinuation of one-time provisions for alterations to premises, communications, furniture and fixtures and acquisition of office automation equipment for the Nairobi regional training hub ($132,300) provided for in the context of the biennium 2010-2011.

35.60 The regular budget resources would be complemented by extrabudgetary funding of $447,500, reflecting a decrease of $12,200 derived from contributions to the trust fund for security of staff members of the United Nations system. Those resources would finance resource requirements for consultants, travel of staff, contractual services and other operating expenses and would provide for preparation and dissemination of security and safety information to staff of the United Nations system and the development of information processes assisting the Department in carrying out its function to ensure high-quality, best-practice security policies, standards and operational procedures across the United Nations field operations. The decrease of $12,200 reflects the expected level of contributions to the trust fund for the biennium 2012-2013.

C. Programme support

Full budget resource requirements (before recosting): $8,733,900

Comprising:
(a) Regular budget activities: $8,733,900;
(b) Share of other United Nations system agencies, funds and programmes in jointly financed activities: $0

Regular budget resource requirements (before recosting): $8,733,900

35.61 The Executive Office provides administrative and programme support in financial, personnel and general administrative matters to the substantive entities for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General for Safety and Security in the preparation of the biennial programme plan, the preparation and implementation of the programme budget and reporting thereon, the management of extrabudgetary resources and the planning, control and coordination of requirements related to general office administration. In addition, the Executive Office is responsible for the selection and career management of security advisers/security coordination officers assigned to field positions. The Executive Office also coordinates with the United Nations Development Programme (UNDP) on the administration and

support provided by UNDP to the field security offices and with local administrations of the offices away from Headquarters and the regional commissions to ensure consistent administrative arrangements for the local security and safety services.

35.62 A human resources objective of the Department is to assume full administrative responsibility for all of its staff in the field. The Executive Office currently manages the recruitment process, including the posting of vacancy announcements, the identification of qualified candidates, the interview process, the rostering mechanisms and initiation of the recruitment of the selected candidates. The "on-boarding" of the candidate is then passed on to the UNDP office in Copenhagen. In preparation for assuming the full administration of all Department of Safety and Security staff in the field, preparatory work includes the preparation of standard operating procedures and operational guidelines.

35.63 The current staff available at the UNDP office in Copenhagen consists of four full-time Human Resources Officers along with administrative assistance dedicated to administering Department of Safety and Security field staff. In addition, the UNDP office in Copenhagen has the extended support and direct assistance of UNDP country offices, to which several personnel and administrative actions have been delegated. It is considered, therefore, that in order to maintain the same standard of service to all of the Department's field staff, a similar number of resources would have to be retained. It is also envisaged that the Department would maintain a partnership with UNDP in that it would continue to use the country offices for the administration of local staff and the management of delegated benefits and entitlements.

35.64 In the biennium 2012-2013 the Department will continue to use the services of the United Nations Development Programme in Copenhagen and the country offices until the Executive Office has sufficient capacity to assume the full range of administrative functions for the Department's field personnel. As a prerequisite, the procedures, contractual arrangements and related agreements have to be considered, reviewed, agreed upon and implemented.

Table 35.26 **Resource requirements, programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 113.0	4 113.0	17	17
Non-post	4 689.7	4 620.9		
Total	**8 802.7**	**8 733.9**	**17**	**17**

35.65 Resources in the amount of $4,113,000 would provide for the continuation of 17 posts (1 D-1, 2 P-5, 3 P-4, 1 P-2/1, 2 General Service (Principal level), 8 General Service (Other level)) and non-post requirements. Non-post resources in the amount of $4,620,900, reflecting a decrease of $68,800, would provide for: (a) other staff costs to cover workload during peak periods ($530,800); (b) travel of staff to coordinate provision of administrative services in main locations ($100,500); (c) contractual services to cover the Department's share of centrally provided data-processing services ($660,700); (d) general operating expenses including rental of premises, communications and rental of furniture and equipment ($2,915,100); (e) supplies and materials ($294,200); and (f) acquisition and replacement of furniture and office automation equipment ($119,600). The decrease of $68,800 results from the discontinuation of the United Nations share in the one-time 2010-2011 provision for consultancy services to undertake a comprehensive review of human resources requirements in the field.

Table 35.27 **Jointly financed resource requirements, programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Gross budget				
Non-post	297.8			
Total	297.8			

35.66 The decrease of $297,800 results from the discontinuation of the provision of $297,800, required for consulting services to engage an expert to undertake a comprehensive review of human resource requirements in the field, approved in the context of the programme budget for 2010-2011.

Table 35.28 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/64/7/Add.16)	
The Advisory Committee expects that the revised framework for accountability will be submitted to the General Assembly at the earliest opportunity (para. 14).	The revised framework was submitted to the General Assembly (A/65/320 and Corr.1) and reviewed by the Advisory Committee in its report (A/65/575).
Given the new contractual arrangements and the newly harmonized conditions of service for the United Nations system, as well as other ongoing human resources reforms within the Organization, the Advisory Committee urges the Department, during the course of its human resources review, to liaise closely with the Office of Human Resources Management and, where appropriate, the Department of Field Support to ensure that any proposed modifications to current policies and practices are in line with measures that have already been taken Organization-wide. Detailed information on the findings of the human resources review, as well as any related resource requests, should be submitted as part of the proposed programme budget for 2012-2013 (para. 19).	A strategic management review was carried out in 2009 and approval was given for a significantly increased frontline capacity in the current budget cycle. At the time this increase in resources was recommended it was considered prudent by the Advisory Committee to postpone further changes to the departmental structure pending the human resources review of 2010. During the course of the human resources review conducted in 2010, the Department consulted closely with a multitude of different parties, including the Office of Human Resources Management and the Department of Field Support, to align recommendations wherever possible with measures that had already been taken or were being planned Organization-wide.
The Advisory Committee expects that updated information on progress made with the management reform of the Safety and Security Services worldwide will be provided in future	The use of access control systems has presented very helpful solutions that have eased the constant requirement of posting an officer in a static role. Examples of this are the

Brief description of the recommendation	*Action taken to implement the recommendation*
budget submissions. In this connection, the Advisory Committee stresses that the Department should take maximum advantage of available electronic tools, in particular the standardized access control system (see A/64/7/Add.15), to enhance safety and security services. Any future human resources requests for the Safety and Security Services worldwide should take relevant developments into account (para. 20).	programmable access control devices on the elevators. In some locations, remote lock-out devices on certain doors, centralized access control and turnstiles have reduced the level of criticality of posted officers to provide adequate access control in these areas, especially during high volume usage such as conferences. Additionally, some areas are programmed for remote access during off-peak hours. Similar installations of turnstiles, surveillance cameras and programmable electronic control devices have been adopted in certain locations. Even though there may be a large number of staff members, the use of electronic measures in these locations has allowed the Safety and Security Services to better arrange the coverage of security officers actually deployed at these locations.
The Advisory Committee recommends that the Secretary-General include in future budget proposals detailed information on existing and proposed staffing levels, as well as descriptions of the functions of existing posts, so as to allow readers to make fully informed decisions on the need for additional capacity (para. 28).	Information on staffing levels and on intended streamlining of staffing resources in both the field and at Headquarters duty stations are included in the current proposed programme budget for 2012-2013.
The Advisory Committee recommends that a clearly defined policy on close protection be elaborated (para. 38).	The United Nations Policy on Close Protection Operations was issued on 8 October 2008. This policy provides the decision-making framework for the assessment of the need for and, if appropriate, the implementation of, close protection. The United Nations Manual of Guidance on Protective Services was issued on 19 August 2010. This manual provides guidance to United Nations security officials in determining what level of protective services, including close protection, may be required, and how this is to be managed. The manual is a resource for Protection Officers and their chain of command in developing location-specific standard operating procedures. The manual also provides a standard terminology and doctrine for such deployments to ensure a consistently high standard of protective services, including close protection operations, within the United Nations.

Brief description of the recommendation	*Action taken to implement the recommendation*
While the Committee understands that, in some circumstances, there may be no substitute for canine capacity, it nevertheless encourages the Department of Safety and Security to take maximum advantage of the electronic access control tools introduced as part of the standardized access control projects. An assessment of efficiency gains resulting from the introduction of those electronic tools should be provided in the next budget submission (para. 42).	The canine project in the Economic Commission for Africa has been redefined. For the time being, the Economic Commission for Africa has been instructed to use electronic explosive detection capability within the complex. An assessment of needs has been conducted at each duty station and priorities for electronic access control have been identified, resulting in a request of $2,340,000 under the second phase of the standardized access control project (PACT II) of section 34, Construction, alteration, improvement and major maintenance (for three duty stations).
The Committee further recommends that the Secretary-General report on the status of implementation of information management projects in the Department, including any cost savings and/or efficiency gains realized, in the context of the proposed programme budget for the biennium 2012-2013 (para. 66).	A number of information management projects were implemented in the Department that, in addition to leading to efficiency gains and cost savings by themselves, have facilitated the performance of security operations in the field. These include: (a) The electronic processing of security clearances, which allows travellers to process their security clearance online in an efficient manner; (b) The security management system database, which is now available on the Department of Safety and Security website, to effectively collect and distribute security and travel advice to all security managers worldwide; (c) The compliance information management system, which allows security managers in the field to record the results of mandatory minimum operating security standards compliance assessments in a standardized format; and (d) The cost-share budget system, which allows each country office to input the local cost-share budget into a system that can be retrieved globally and utilized by United Nations agencies, funds and programmes to review the proposed locally cost-shared budgets.

Brief description of the recommendation	*Action taken to implement the recommendation*
The continuing need for security training capacity in Nairobi should be assessed when the pilot project is evaluated (para. 68).	The Department of Safety and Security can confirm that the trial of the forward-deployed training hub in Nairobi has been a success. Establishment of the training hub in Nairobi has, first and foremost, resulted in considerab savings by allowing local (regional) travel to replace transatlantic flights, thus cutting trave and airfare costs comprehensively. Secondly, it has allowed the Training and Development Section to respond in a more timely manner to urgent training requests in the African, Middle East and even Asian regions. Thirdly, co-locating the training hub in the United Nations Office at Nairobi has provided numerous training and cost benefits since the Training and Development Section can utilize the facilities of the United Nations Office at Nairobi and local accommodation at a competitive price. Fourthly, the training facilities and resource back-up that are available at the United Nations Office at Nairobi are superior to those usually found at other ad hoc facilities; this enhances the quality of training. Lastly, the administrative support provided by the United Nations Office at Nairobi in conjunction with the Department of Safety and Security at Headquarters is straightforward and effective. The current proposals reflect the view of the Department that the forward-deployed training hub concept should be formally established.
Any future requests for resources for the aviation risk management office should be accompanied by an evaluation of its activities (para. 70).	The proposed programme budget for 2012-2013 includes the establishment of a P-4 post that was previously approved as a temporary post in 2010-2011. In 2010, a vacancy announcement for a P-4 post was issued. A team comprising United Nations common system experts in the International Civil Aviation Organization, the Department of Field Support and the Department of Safety and Security reviewed the applicants. The vacancy announcement failed to attract any suitably qualified candidates. A temporary vacancy

Brief description of the recommendation	*Action taken to implement the recommendation*
	announcement was therefore issued in January 2011 and a suitable candidate has now been identified. The operation will be functioning by the middle of 2011.
With a view to maximizing the effectiveness and efficiency of crisis management operations, the Advisory Committee recommends that the Secretary-General explore the possibility of consolidating all four 24-hour crisis management centres in New York into one single entity (para. 83).	In 2010, the Department of Safety and Security crisis response assets and staff and responsibilities were consolidated under one unit within the Division of Regional Operations. The unit will be called the Crisis Response Unit and will operate under the Deputy Director of the Division of Regional Operations. Its responsibilities include: crisis prevention/preparation, response and recovery; support to the Senior Emergency Policy Team and the Crisis Operations Group; business continuity; crisis policy and standard operating procedures; crisis response in the field, at Headquarters, or at offices away from Headquarters.
(A/64/7/Add.15 and Corr.1)	
The Committee considers that the further development of the access control system should be thought of as an integral part of the safety and security policy framework of the United Nations. In the future, resource requirements for access control should therefore be addressed in the context of the strengthening of the security management system requested by the Assembly in its resolution 61/263 (para. 8).	In setting resource proposals for 2012-2013, it was decided that most of the PACT II requests should be postponed to the biennium 2014-2015. A smaller request of $2,340,000 was submitted under section 34, Construction, alteration, improvement and major maintenance, addressing the priority needs at three duty stations.
The Committee is not convinced that it is indispensable to provide real-time video connectivity between Headquarters and other major duty stations at this time. Accordingly, the Committee recommends that the implementation of that functionality be reviewed during the upcoming biennium, in the light of the impact of the initial implementation of PACT I and PACT II (para. 21).	The functionality was reviewed and revised. It was ultimately decided, given the financial and budgetary constraints, that it would not be included in the proposed programme budget for the biennium 2012-2013.
(A/65/575)	
The Advisory Committee is of the view that greater managerial responsibility requires clearer lines of accountability, particularly in situations where lives may be at risk. In this connection, the Committee welcomes the efforts undertaken	The revised framework for accountability was disseminated widely throughout the United Nations security management system. In doing so, executive heads were requested to ensure wide distribution of the revised framework

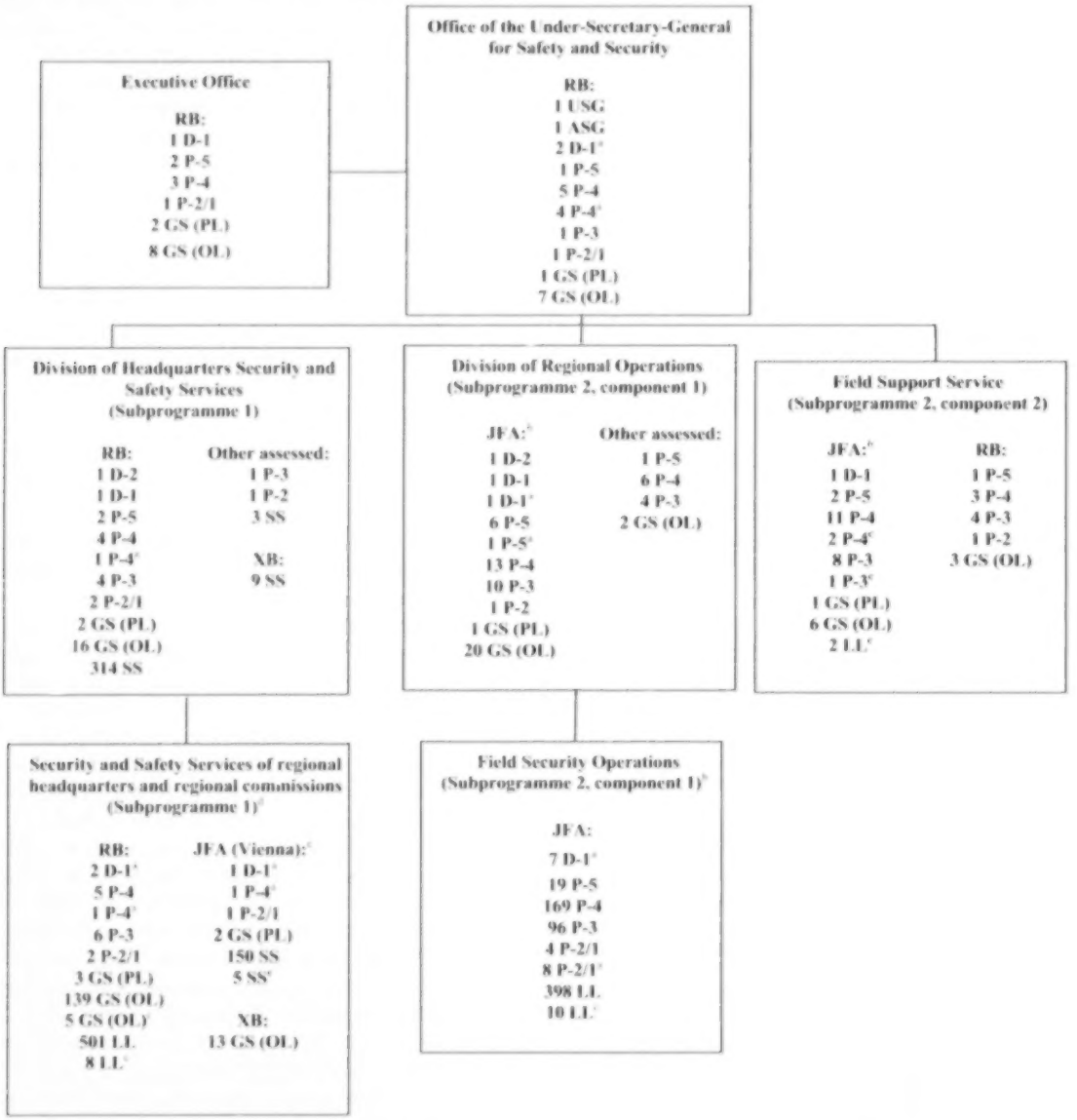
Brief description of the recommendation	*Action taken to implement the recommendation*
by the Department of Safety and Security and the steering group of the Inter-Agency Security Management Network to review and update the framework for accountability and recommends that the General Assembly take note of it. However, the Committee notes that, while the framework clarifies the roles and responsibilities of all actors in the United Nations security management system, as well as their reporting relationships, it does not refer to the consequences of non-compliance. The Committee trusts that existing mechanisms for monitoring managerial performance will be applied to address any shortcomings (para. 15).	within their respective organizations and designated officials were requested to present the revised framework at their next Security Management Team meeting, with further distribution to all personnel. Furthermore, the Department of Safety and Security requested organizations within the security management system that had been requested to produce and promulgate their own internal frameworks for accountability for security and that had not yet done so to finalize them, thereby strengthening the functioning of the security management system.
Joint Inspection Unit	
JIU/ML/2010/1	
Following the implementation of General Assembly resolution 59/276 creating the United Nations Department of Safety and Security, the Secretary-General should issue without further delay a Secretary-General's bulletin for the Department of Safety and Security formalizing the legal framework of United Nations security entities (recommendation 1).	The legal framework of the United Nations security entities is laid out in resolution 59/276, which established the Department of Safety and Security and its interrelationship with the members of the United Nations Security Management Network. At its sixty-fifth session, the General Assembly took note of the revised framework for accountability for the United Nations security management system (resolution 65/259), which has now been widely disseminated. The Secretary-General's bulletin for the Department will be issued during 2011.
The Chief of the Security and Safety Service of the United Nations Office at Geneva should ensure that each of the Service's organizational entities is covered by formal terms of reference indicating its mandate, its objectives and its scope for action, therefore creating a clear accountability framework (recommendation 2).	This recommendation is being implemented within the context of the Service's performance appraisal programme. It is expected to consolidate a standardized approach by the second half of 2011.
The Chief of the Human Resources Management Section of the United Nations Office at Geneva should urgently take appropriate measures to ensure proactive and innovative advertisement of vacant positions at the Security and Safety Service, in order to attract more candidates from a wider range of nationalities. In the same vein, Security and Safety Service senior management is urged to increase the diversity of new recruits,	In collaboration with the United Nations Office at Geneva Security and Safety Service and Human Resources Management Section, a number of proactive and innovative measures have already been taken to attract candidates from a greater number of countries. New recruits from unrepresented or underrepresented countries are joining the Security and Safety Service this year and the

Brief description of the recommendation	*Action taken to implement the recommendation*
for example by refraining to the extent possible from recruiting candidates from already largely represented nationalities (recommendation 8).	Service continues in its efforts to attract more candidates from those countries.
The Chief of the Security and Safety Service of the United Nations Office at Geneva should conduct a complete training needs assessment for the staff of the Service and build a comprehensive training plan no later than the end of 2011 with a view to ensuring regular, equitable and balanced access to relevant professional training (recommendation 9).	A working group on training has been created to determine common policy, strategy and assignments. The group will complete a training inventory and determine levels of skills and competencies of security officers as well as recruitment requirements, rules and procedures, and will devise competitive examinations for security officers. Training needs analysis is an ongoing task in the Security and Safety Service and the results are communicated regularly through internal reports of the Service's Training Unit. A database to improve training needs assessment and ensure regular access to training is expected to be operational by July 2011.
The Chief of the Security and Safety Service of the United Nations Office at Geneva should expand the coverage and the structure of the existing internal database in order to equip the Service with a management tool supporting effective and transparent decision-making for mission assignments (recommendation 10).	The database for missions and conference assignments is expected to be completed by July 2011.
Office of Internal Oversight Services	
(A/63/379)	
The Department of Safety and Security should, based on its three years of experience and using the report commissioned by the Department of Management on the comprehensive study of security requirements and other relevant studies, reassess its structure in consultation with the Inter-Agency Security Management Network. Based on the results of the reassessment, it should finalize and publish the Secretary-General's bulletin describing the organization of the Department of Safety and Security, including the functions of its divisions and units (para. 52).	In 2010, a revised framework for accountability for the United Nations security management system outlining the roles and responsibilities of actors in the security management system was issued (see A/65/320). The framework was endorsed by the Inter-Agency Security Management Network, approved by the Chief Executives Board and subsequently noted by the General Assembly at its sixty-fifth session (resolution 65/259). Accordingly, a Secretary-General's bulletin is being prepared describing the organization of the Department of Safety and Security, including the functions of its divisions and units.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Department of Safety and Security should perform a detailed analysis of the impediments to deploying security personnel between duty stations, consider the extent to which the United Nations human resources management reforms would address such impediments, and identify solutions for the remaining impediments (para. 66).	Before the creation of the Department of Safety and Security, the security and safety services at each duty station were independent entities, part of the respective structure at each office (i.e., United Nations Office at Nairobi, Economic and Social Commission for Asia and the Pacific, etc.). There was some cooperation among them at a technical level (such as the United Nations Security and Safety Services Network). As with other categories of staff, it was never envisaged that locally employed security staff would be mobile. With the creation of the Department of Safety and Security, all security and safety services came under the umbrella of the Department of Safety and Security and the Division of Headquarters Security and Safety Services. The impediments to mobility of security officers have been discussed in several Department of Security and Safety/Division of Headquarters Security and Safety Services forums, including the United Nations Security and Safety Services Network meetings. The main obstacles to mobility identified include the following: (a) There are two different categories of staff and different salary scales at Headquarters and at offices away from Headquarters (i.e., Security Service category in New York and General Service category in other duty stations); (b) There are language barriers at certain duty stations (i.e., French and Spanish are working languages at two duty stations, restricting the movement of security officers); (c) It is costly for security officers who want to apply for a job at a different duty station to travel to be tested; (d) Candidates from other duty stations are currently considered external. In order to address the above impediments, efforts are being made by the Office of Human Resources Management and the Division of Headquarters Security and Safety Services to

Brief description of the recommendation	*Action taken to implement the recommendation*
	standardize the entry test for security officers so that only one standard test will be valid, no matter where it is taken. Furthermore, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda are downsizing and, owing to the collaborative efforts of different United Nations entities, several security officers have been successfully absorbed by Security and Safety Services at other locations and the Department of Peacekeeping Operations and the Department of Field Support. Some of the duty stations are providing language courses for their security staff in order to improve their English-language skills.
The Department of Safety and Security should take the lead role in coordinating the harmonization of recruitment standards for security personnel across the United Nations security management system (para. 70).	The Department of Safety and Security human resources review was completed in 2010 and the findings are now being analysed. At its last (fourteenth) session in January 2011, the Inter-Agency Security Management Network agreed to establish a working group to study the outcome of the review. The working group would be mandated to review issues of staff development and certification, recruitment and mobility, profiles (identifying, testing and clearing of candidates), establishment of a common roster and deployments. In addition, the Department of Safety and Security already takes a lead role in ensuring harmonized recruitment standards by conducting technical assessments of candidates for agencies, funds and programmes. It should be noted that, as a result of the recent human resources reform and General Assembly resolution, some issues in the area of mobility, including the mobility of Department of Safety and Security staff in the field to Headquarters posts (and vice versa) will be facilitated. Consequently, it is believed that going forward there will be a much greater degree of equity surrounding the recruitment of internal and external candidates.

Department of Safety and Security
Organizational structure and post distribution for the biennium 2012-2013



Abbreviations: RB, regular budget; JFA, jointly financed activities; XB, extrabudgetary; USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level; SS, Security Service; LL, Local level.

[a] New.

[b] Reclassification.

[c] Including the Security and Safety Services at other headquarters locations and the regional commissions.

[d] Jointly financed by all the organizations participating in the security management system in the field.

[e] Jointly financed by all Vienna International Centre-based organizations relating to the Security and Safety Service, Vienna.